

Publications of the Ministry on Social Affairs and Health 2015:13

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# REPRESENTATION OF WOMEN AND MEN IN SENIOR CORPORATE MANAGEMENT

## **Executive summary**

**TASURI**

Statistics Finland 



This project is  
co-funded by  
the European Union

 MINISTRY OF SOCIAL AFFAIRS AND HEALTH  
Helsinki 2015

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Publications of the Ministry on Social Affairs and Health 2015:13

ISBN 978-952-00-3737-6 (online)

ISSN 1797-9854 (online)

URN:ISBN:978-952-00-3737-6

<http://urn.fi/URN:978-952-00-3737-6>

[www.stm.fi/julkaisut](http://www.stm.fi/julkaisut)

Publisher: Ministry of Social Affairs and Health, Helsinki

Layout: Government Administration Unit, Publications

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# INTRODUCTION

This is a summary of an extensive statistical report examining the representation of women and men in senior corporate management (Pietiläinen, Keski-Petäjä & Katainen 2015). The report is part of the *Gender Equality in Top Management – Changing Practices in Economic Decision Making (TASURI)* project carried out by the Gender Equality Unit at the Ministry of Social Affairs and Health (1 November 2013 to 30 September 2015, see [www.stm.fi/tasuri](http://www.stm.fi/tasuri)). The project aims at increasing equal gender representation in senior corporate management and, therefore, promoting women's career development and gender equality in working life. The project is co-funded by the European Union's Progress programme.

The TASURI project supports the implementation of the Government Action Plan for Gender Equality 2012–2015 (Government Action Plan for Gender Equality 2012–2015). Section 3.3 of the Action Plan for Gender Equality recommends measures for promoting women's career development and for a more equal gender representation in the decision-making bodies of the public and private sector. The measures include features such as monitoring equal gender representation and developing and establishing leadership statistics on senior corporate management that take the sex ratio into account. The statistical report on which this summary is based examines gender representation in senior corporate management and the possibilities and limitations of related regular compilation of statistics. The project proposals are aimed at establishing statistics on gender. Based on these proposals, the statistical working group of the TASURI project (see appendix 1) will continue to regularly compile leadership statistics disaggregated by sex. This will be administered by the Ministry of Finance during spring 2015. At the end of the term, the statistical working group will submit its recommendations for combining the statistics and ensuring continued cooperation between the parties compiling leadership statistics.

The promotion of gender equality while monitoring changes requires the support of comprehensive statistical data and regular information updates. Statistics on the senior management of businesses have been compiled in Finland since the 1990s. The data has mainly been published by bodies such as Statistics Finland, the Finland Chamber of Commerce, the Confederation of Finnish Industries EK, the Finnish Business and Policy Forum EVA and the Prime Minister's Office. The information produced by the different parties is not entirely comparable, and the information has not been aggregated. In addition, data has mainly been produced on the members of boards of directors and steering groups of listed companies. Information on the sex ratios of boards of directors has been drafted for the senior management of state-owned companies. Even less information has been available on the

boards of directors and steering groups of unlisted companies and municipal businesses. Thus, it has not been possible to monitor the development of gender equality comprehensively or regularly based on the collected data. For the first time, the current statistical report for the TASURI project examines the representation of women and men in the middle and senior management of listed companies, the largest unlisted companies as well as state-owned companies, and take into account various background factors.

The examination of gender representation in corporate management was first launched in Finland in the 1990s at the initiative of the Nordic Council of Ministers. As a result, a cooperation group of statistical offices examined the situation of one hundred companies with the largest turnover in each of the Nordic countries. In Finland, the study was extended to two hundred of the largest companies. In 1994, 11 per cent of executives and only 2 per cent of executive directors and CEOs in the largest companies were women. (Statistics Finland 1994.) In the 2000s, Statistics Finland has collected information on features such as the percentage of women on the boards of directors of listed companies and state-owned companies. The information has been published in publications such as the *Women and Men in Finland* pocket books of statistics, most recently in 2014.

In the 2010s, the Finland Chamber of Commerce has drafted four executive reports which mainly examine listed companies. The 2013 *Boardroom Success for Women – Challenges in Business Management* report also examined the representation of women and men in one hundred of the largest unlisted companies. According to the Finland Chamber of Commerce, the percentage of women on the board of directors of listed companies has increased rapidly in the 2000s, but it remained at 23 per cent in 2013. The percentage stayed the same in 2014 and has increased to 24 per cent in 2015 (Finland Chamber of Commerce). The percentage of women on steering groups has been clearly smaller than the percentage of women on boards of directors for some time. Systematic measures such as the Finnish Corporate Governance Code for listed companies provided by the Securities Market Association in 2008, projects promoting the membership of women on boards of directors and mentoring programmes have all played a role in doubling the number of women on the boards of directors of listed companies during the last decade. However, no similar development has been registered among CEOs or in business management. (Finland Chamber of Commerce 2013 & 2014.)

The government resolution on balanced participation of women and men on the boards of listed companies (19 February 2015) sets a goal of at least 40 per cent men and 40 per cent women on the board of directors of large and medium-sized listed companies by 1 January 2020. The government resolution outlines objectives and additional measures for promoting the development. The government will actively monitor them, assessing potential legislative needs in the next few years. (The government resolution on balanced participation of women and men on the boards of listed companies).

# REPORT OBJECTIVES AND RESEARCH QUESTIONS

The statistical report has produced comprehensive information on the representation of women and men in the senior management of Finnish companies and laid the foundation for establishing leadership statistics which take gender into account.

The purpose of the report is to provide decision-makers and other key stakeholders with compiled statistics to support the decision-making process and to increase the knowledge of the stakeholders of central development targets related to gender equality in senior corporate management. The report also provides reliable information on gender equality to the large public, citizens and the media.

The research questions of the reports are as follows:

1. Which are the percentages of women and men in senior corporate management by business type?
2. Are female managers focused on certain industries and on performing certain tasks?
3. Does the sex ratio of senior management reflect that of all managers (senior management and middle management) when examined according to underlying variables?
4. Is there any difference in the quantity of board's membership between women and men?
5. Does the female or male majority in the company personnel reflected in the sex ratio of the senior management?
6. What is the age difference and the age distribution of the women and men performing managerial duties?
7. What kind of differences are there in the field of education and level of education between the women and men in managerial roles?

The statistical report examines the senior management of various company types and lays the foundation for a chronological comparison of the data. The various company types include listed companies, unlisted companies and state-owned companies. Senior management refers to the chair and members of the board as well as the CEO and members of the steering group. In addition to senior management, the examination covers all managers, including middle management. The report produces new information, particularly on unlisted companies, and on the representation of women and men in the senior and middle management of businesses, examined according to underlying variables. This has been the most extensive examination carried out to date.

# RESEARCH DATA

The research data used consisted primarily of the data of Statistics Finland and Suomen Asiakastieto Oy as well as the information on company websites. The research periods selected included 2007, 2012 and 2013, which allows chronological developments to be examined.

The Finnish listed companies on the main list of Nasdaq OMX Nordic Helsinki in December were selected for the report. Based on their turnover, the largest unlisted companies were selected from Statistics Finland’s Business Register. The names of state-owned companies were collected from the annual reports produced by the Prime Minister’s Office for the compilation of the data. The company groups were formed separately for each of the three years in the research period.

**Table 1. Companies included in the data by company type**

	2007	2012	2013
Listed companies	117	122	121
Unlisted companies	91	92	135
State-owned companies	41	57	58

The data on the chairmen of boards, board members and CEOs, associated with their personal ID numbers, were acquired from Suomen Asiakastieto Oy. The membership data of steering groups were directly collected from the companies examined.

In addition to the senior management of businesses, the report also examines their middle management. The data of all management was gathered from was the Executives category of Statistics Finland’s employment statistics. This category includes individuals in both senior management and middle management.

Statistics Finland’s register-based statistics were used as background data for the report. The background information on businesses and business groups are based on Statistics Finland’s Enterprises Register. The underlying variables include the company’s market value, turnover, personnel number and personnel sex ratio. In addition, the connection between factors such as company size, ownership and industry and possible differences in gender representation in business management was examined. Managers’ background information was collected from the employment statistics, the statistics on the population’s educational structure and the population structure. The managers were examined based on their sex, age, level of education,



field of education and nationality. The gender equality statistics published by the European Commission were used as a source for the international examination of the report.

# REPORT OUTCOMES

The percentage of women in senior management has increased in recent years on the boards of listed companies, unlisted companies and state-owned companies. In 2013, women made up 23 per cent of the board members of listed companies, 19 per cent of the boards of unlisted companies, and 39 per cent of the boards of state-owned companies.

In 2013, the share of women was 17 per cent on the steering groups of listed companies (CEOs included), and 18 per cent on the steering groups of unlisted companies. In the steering groups, the share of women has evolved more slowly, except for the steering groups of state-owned companies, which included 26 per cent of women in 2013, a clear increase over 2007 (16%).

Finland is well-placed in the international comparisons between the boards and steering groups of listed companies. However, it must be noted that international comparisons only take into account the largest listed companies, whereas national examinations made in Finland include all listed companies.

There are few female CEOs and chairwomen on boards. During the 2013 research period, there was a single female CEO at the listed companies (0.8%), three female CEOs at unlisted companies (2%) and three female CEOs at state-owned companies (5%).

Under 5 per cent of board members were female at listed companies, and 9 per cent were chairwomen at unlisted companies in 2013. The objectives set since 2004 in the Government Action Plans for Gender Equality have promoted the increase of female representation on the boards of state-owned companies. In state-owned companies, the share of women has also increased among board members; it was 22 per cent in 2013.

The share of women in senior management did not greatly vary between different industries. This may be partly explained by the Industrial Classification in which very different companies are included in the same categories and by the fact that there are few companies in any single industry. However, the share of women in senior management was smaller than average in manufacturing and comparatively larger in wholesale and retail trade. As for state-owned companies, the share of women on boards of directors and steering groups varied slightly more by industry: the share of women on steering groups was larger particularly in education and trade and smaller in manufacturing and energy production.

The personnel sex ratio is related to the share of women in senior management to some degree. On average, there are more women on boards and steering groups when personnel was mainly female, and less when personnel were mainly male. The importance of the personnel sex ratio has

decreased for female board membership. On the other hand, its importance has increased in steering group memberships. Particularly in state-owned companies, the share of women on steering groups seems to be increased thanks to their presence in education and wholesale and retail trade, which have traditionally been considered mainly female industries, and by a female majority among the company personnel.

However, more than the female or male majority in the personnel or industry, the types of duties performed by women probably have a stronger effect on the share of women. According to the Finland Chamber of Commerce (2013 & 2014), women on steering groups mainly deal with support functions, such as communications, human resources, legal or financial management. Women deal with business management more rarely than men, which can also be seen as preventing the progress of women to CEO and board member positions. On the other hand, this report indicates that in Finland, a certain type of career path and a background in technology education are often still required of managers (see also Koivunen 2015).

# WOMEN AND MEN EXECUTIVES OF LISTED COMPANIES

The share of women on the boards of listed companies has steadily increased in recent years, with 23 per cent in 2013 in 2014, and 24 per cent in 2015 (Finland Chamber of Commerce 2014 & 2015). In international comparisons where only the largest listed companies in Finland are generally examined, Finland is at the top among the EU countries.

However, the share of women on the steering groups of listed companies has increased more slowly than their share on boards, and it was 17 per cent in 2013 (CEOs included). When examining all managers (including both senior and middle management), the share of women was 28 per cent in 2012, which is clearly larger than the share of women on steering groups, and somewhat larger than the share of women on boards of directors.

In large listed companies, the share of women on boards is larger than in medium-sized or small companies. However, the situation changes for steering groups, among CEOs or executives in general. The share of women on steering groups was on the same level at both small and large listed companies. Women were more commonly CEOs and members of the board at small companies. In addition, the share of all women in managerial roles

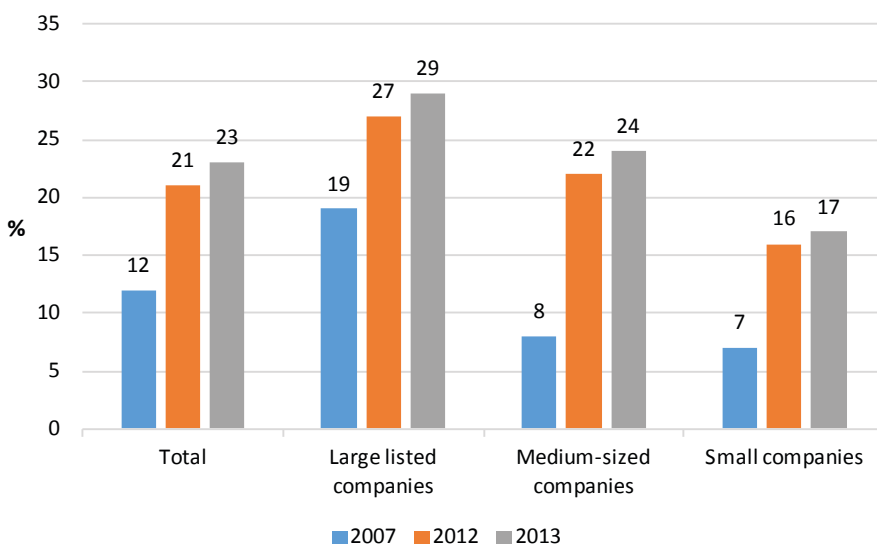


Figure I. Women on the board of directors of listed companies according to the company's market value in 2007, 2012 and 2013 (%)

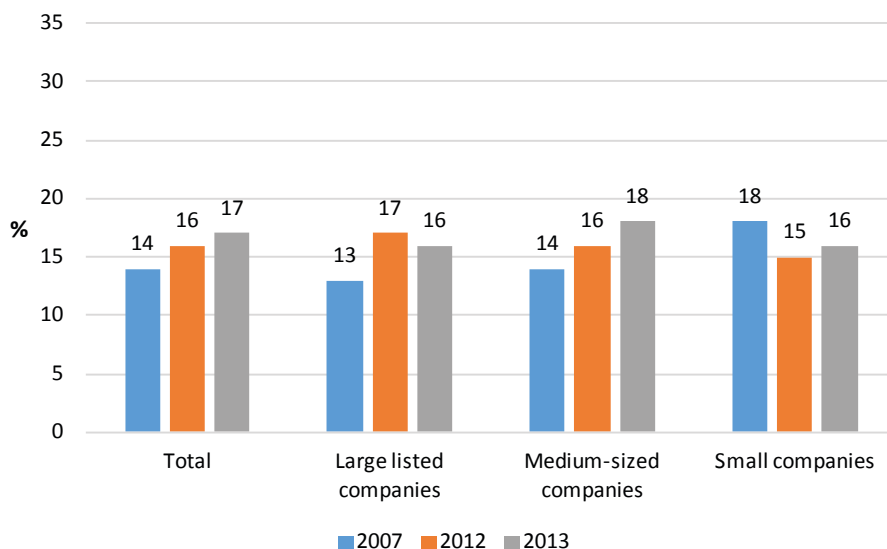


Figure 2. Women on the steering groups of listed companies according to the company's market value in 2007, 2012 and 2013 (%)

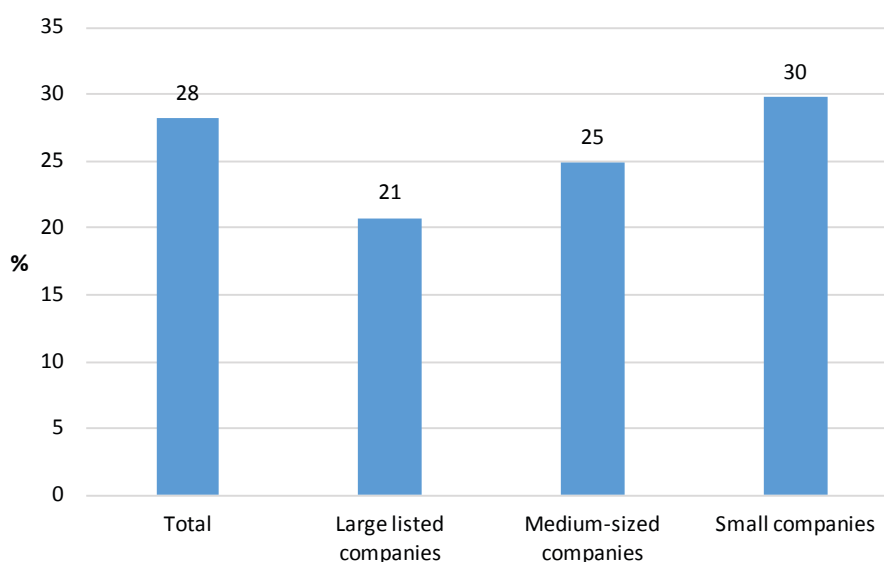


Figure 3. Women executives at listed companies (senior management and middle management) according to the company's market value in 2012 (%)

(28%) was clearly smaller at large listed companies (21%) than at small listed companies (30%). This means that women are more likely to become CEOs and executives at small companies than at large companies.

At listed companies, the age group under forty clearly included the largest number of women board members, and the age group of the sixty and over included the smallest share. Similarly, the share of women on steering groups

was slightly smaller among older age groups (sixty and over). The differences between the various age groups have decreased since 2007 in both boards and steering groups. When the senior management and middle management are examined together, the representation of women does not vary greatly by age group, and the representation of women was even slightly smaller in the age groups of the under forty. This means that women at the final stage of their working career have remained in middle management slightly more often than men, whereas the men in the same age group reach senior management roles significantly more often than the women.

At listed companies, the educational level of the women board members was clearly higher than that of their male counterparts. The educational level of female steering group members was also slightly higher. When managerial roles (both senior and middle management) are examined in general, the educational level of man was slightly better than that of the women. This seems to indicate that women require a higher level of education than men in order to reach senior management. On the other hand, the women's higher educational level is partly explained by the fact that on average, the women members of boards and steering groups are younger than the men. However, the higher educational level of young women has not provided them with an equal number of managerial positions: in 2013, less than one-third of board members were under the age of forty, and only 15 per cent of steering group members were women.

The common feature of those board and steering group members – and all executives in general – was that most women had a social science or business degree, whereas most men had a technology degree. However, the management group including both senior and middle management had the most significant educational differences between the men and women. In this group, the women had a broader educational background, with more degrees in fields such as the humanities, education and the natural sciences. However, women's educational distribution narrowed down when the senior management and particularly boards are examined. The education of CEOs was largely similar to the educational background of the male members on steering groups, both for the educational degree and the field of education. This was the case in all company types. When we also take into account the larger share of women in middle management compared to steering groups and boards of directors, it can be stated that the versatile educational backgrounds of women in middle management duties are not utilised to the same extent in senior management, or the boards of directors, and in business management.

# WOMEN AND MEN EXECUTIVES OF UNLISTED COMPANIES

In 2013, less than one-fifth (19%) of the board and steering group members of unlisted companies were female. The shares have increased very slowly compared to the previous research years. On average, the larger the company based on the number of personnel, the larger the share of women on boards and steering groups.

The share of women on steering groups and boards of directors (19%) did not differ much from the share of women among executives in general, i.e. senior and middle management (18%). In order to achieve balanced gender representation on the boards and steering groups of unlisted companies, the share of women should also be increased among middle management.

As in listed companies, the share of women board members at unlisted companies was the smallest in the oldest age groups (sixty and over). As for the steering group, the share of women was the same for all age groups.

In the boards and steering groups of unlisted companies, women were also better educated than men. However, the difference is less clear when examining all executives (senior and middle management): in this group

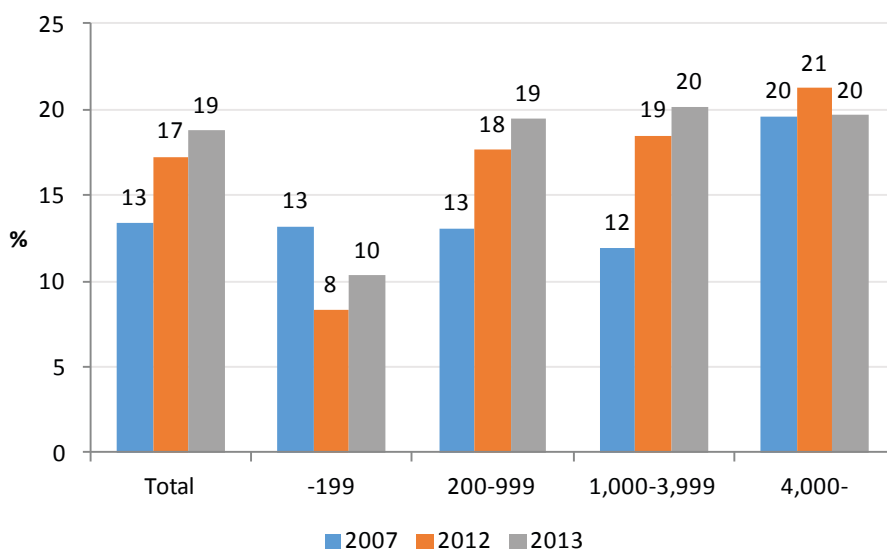


Figure 4. Women on the board of directors of unlisted companies according to the number of personnel number in 2007, 2012 and 2013 (%)

as well, the women have Master’s degrees and doctorates more often than the men, but the share of highly educated men (Bachelor’s degrees included) is likely larger than the share of women.

A comparison of the educational background of the women and men on the steering groups of unlisted companies indicated that the greatest difference was the field of education: in 2013, one-third of the men but only

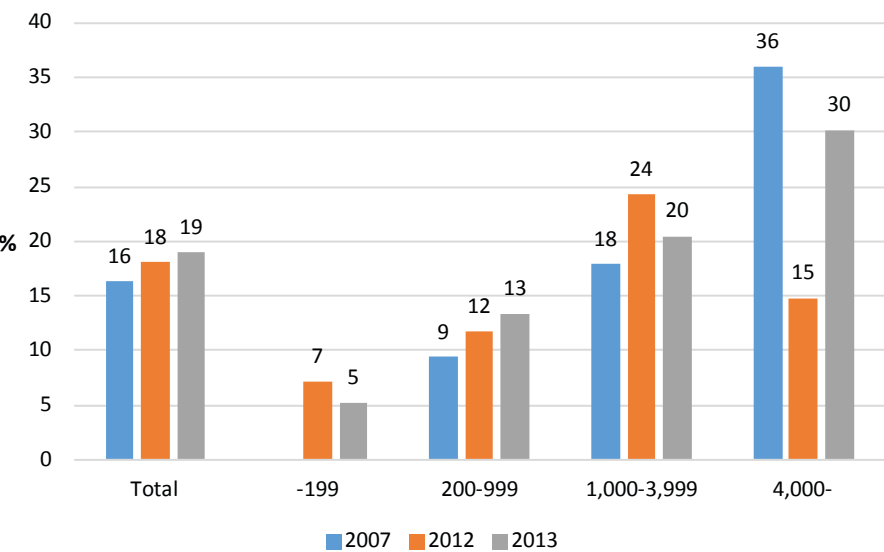


Figure 5. Women on the steering groups of unlisted companies according to the number of personnel in 2007, 2012 and 2013 (%)

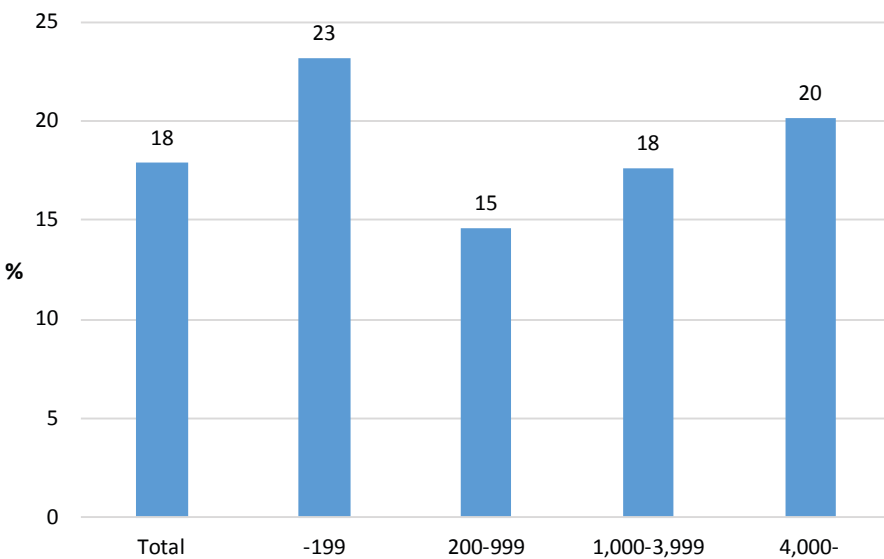


Figure 6. Women directors at unlisted companies according to the number of personnel in 2012 (%)



three percent of women had a technology degree. Since one-third of the CEOs at unlisted companies also has a technology degree, it seems logical to ask whether becoming a CEO requires women to choose a different educational path or whether there are alternatives to 'leadership of engineers'. The central question is whether the competence and skills of senior management are valued more widely than the basis of the technology degree alone. In that case, the composition of the boards and steering groups could become more versatile. From a European point of view, the technology degree required of the senior management is typical of Finland.

# WOMEN AND MEN EXECUTIVES OF STATE-OWNED COMPANIES

Unlike other company types, at state-owned companies, the share of women is at its largest on the boards. This is probably explained by the fact that since 2004, the Government Action Plans for Gender Equality have set objectives for a more equal gender representation on the boards of state-owned companies. The shares of women and men have been monitored, and they have been reported on in the interim reports and final reports of the Action Plans for Gender Equality. In 2013, the share of female board members increased to 39 per cent. The state appoints board members according to its holding in the company. This has led to the fact that the women's representation on the board is larger at companies where the state has a majority holding compared to companies where the state has a minority holding.

Development has also occurred in the steering groups where the share of women has risen significantly from 16 per cent in 2007 to 26 per cent in 2013. However, steering groups included much fewer women members than the boards of directors.

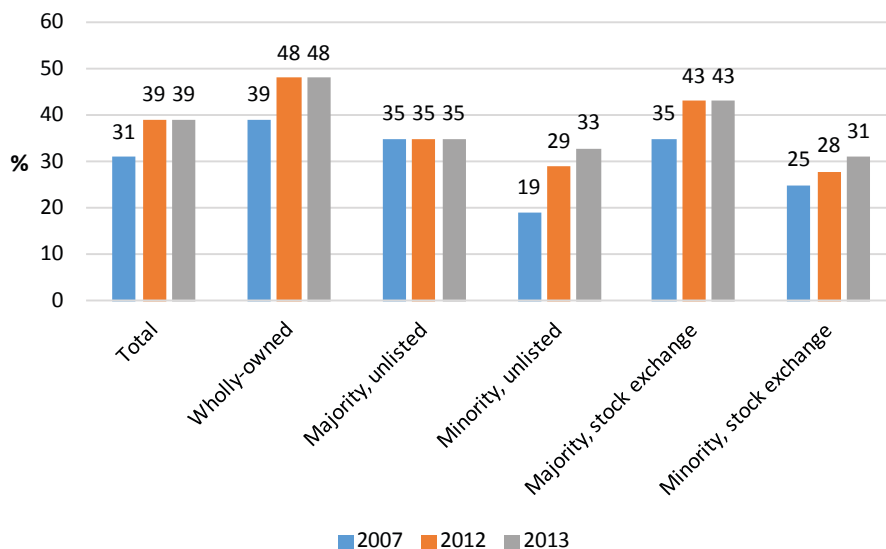


Figure 7. Women on the board of directors at state-owned companies according to the state ownership percentage in 2007, 2012 and 2013 (%)

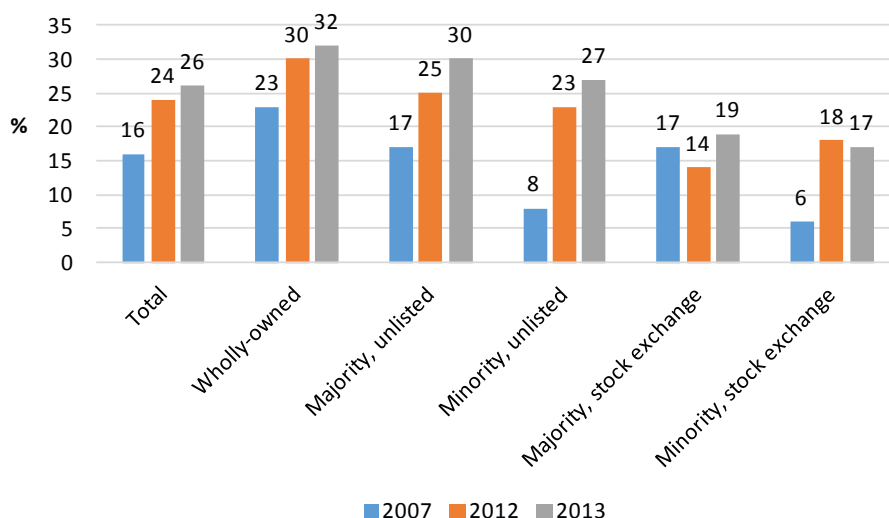


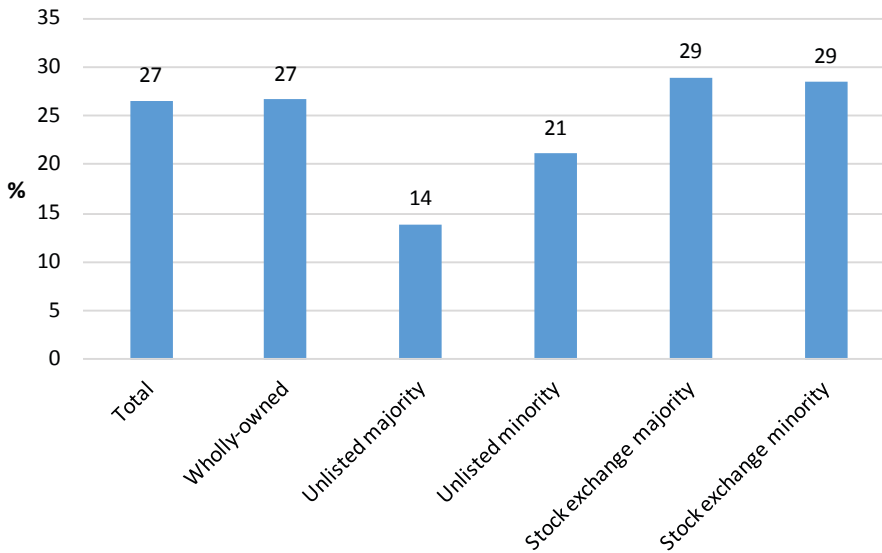
Figure 8. Women on the steering group at state-owned companies according to the state ownership percentage in 2007, 2012 and 2013 (%)

Among all executives (senior and middle management), the share of women was 27 per cent in 2012, on the same level as the share of women in steering groups.

The situation of state-owned companies indicates that the career development of women and their access to management should be examined more extensively than the women's board memberships. In addition to the objectives and measures in the Government Action Plan for Gender Equality, other measures are required for promoting women's career development and managerial career paths at various stages of careers. In addition to statistical reports, there should be research on different features of women's career development and on those practices that promote or prevent the progress of women from middle management up to the operational management and board of directors.

In the boards of state-owned companies, the share of women was clearly smaller in the age group of sixty and over and the largest in the group ages 40 to 49. The differences between the age groups have levelled off slightly since 2012 and particularly since 2007 when the share of women systematically decreased towards the younger age groups. In steering groups as well, that the share of women was largest among those under the age of 40.

The larger share of women in the young age groups might lead to the assumption that younger women have better access to the steering group and board memberships than older women. However, the development should be monitored regularly in the longer term to see whether the representation of women in younger age groups will be transferred to the older age groups over time. It is alarming that in 2013, the share of women among all the



**Figure 9. Women executives at state-owned companies according to the state ownership percentage in 2012 (%)**

executives of listed companies and state-owned companies was even smaller in the younger age groups than it was the older age groups.

There were no great differences between the educational level or the field of education of the women and men in the boards of state-owned companies. It was slightly more common for women to have a social science or business degree and for men to have a technology degree, but the differences were relatively small. In steering groups as well, the differences between the educational level of women and men were small, but there were differences in the fields of education. More than half of the women had a social science or business degree, whereas the most common male degree was technology. The women were also more likely to have another type of degree, such as a degree in agriculture and forestry, the humanities or education. The degrees of men in managerial duties (senior and middle management) were most commonly technology, and the degrees of women were either in social science or business, but some of the women and men also had other types of degrees.

# MORE EQUAL GENDER REPRESENTATION REQUIRED IN SENIOR AND MIDDLE MANAGEMENT

Though some progress has occurred in recent years, only one-fourth or one-fifth of board and steering group members are women in various company types, with the exception of the boards of state-owned companies.

The fact that women are left under the glass ceiling in the largest companies has been interpreted as an indication of women's lack of experience in business management (Finland Chamber of Commerce 2013 & 2014) and in industrial line management (Vanhala 2003). This report shows that executives' selected fields of education are more typical for men to have and that a background in technology education in particular is still expected of executives.

As evidenced, there is no balanced gender representation among senior management, and the situation is not much better when all executives are examined. The share of women among all the executives (senior and middle management) is larger than the share of women in steering groups and boards only in listed companies. The share of women among all executives of state-owned companies is one per cent larger than on the steering groups, but significantly smaller than on the boards of directors. As for the unlisted companies, the share of women is under one-fifth on boards, steering groups and for all executives. It should be ensured that gender representation is balanced not only for senior management but for middle management as well. It is important to support equal career development and advancement opportunities for women and men at all stages of their working careers.

It cannot be assumed that representation of women and men will automatically become more balanced over time when women are better educated and young women hold the better labour market position of young women. In fact, it is alarming that the share of women among all executives (senior and middle management) in the younger age groups is only larger than in the older age groups in unlisted companies. This does not apply to all executives of listed companies and state-owned companies. Instead, the share of women among the older age groups is even larger than among the younger age groups.

On the other hand, in the age group of under forty, the boards of listed companies and the steering groups of state owned companies there are more women than among the older age groups. This does not apply to other

executive groups. In addition, the percentages vary each year. On this basis, we cannot estimate that the situation will even out as the younger generation takes over. The Finland Chamber of Commerce (2013 & 2014) also stated in its report that, in the long run, there will not automatically be more women in steering groups or with the appointment of younger executives. However, the precondition exists for employing more women and for a more balanced gender representation between women and men. The statistical report indicates that as executives, women often have a better education than men, and altogether, they have a greater variety of educational backgrounds than the men.

In studies, features such as the male gender stigma related to leadership, balancing between masculine requirements and the behavioural norms expected of women as well as the so-called glass ceiling between middle and senior management have been regarded as obstacles to women's careers. In addition, the segregation of education (educational choices), the lack of role models, mentors and networks for women may play a role in the fact that there are fewer women in senior corporate management than men. Self-criticism, which seems to be stronger among women, is yet another factor. However, women's uncertainty or self-criticism should not be considered a typical feature of the female gender. Instead, it should be regarded as the result of historical traditions where leadership was more easily accessed by men. This acquired culture still guides the attitudes and career aspirations of women and men. According to studies, women lack the cultural and social role models required for constructing a leader's identity. (Apunen, Haavisto, Kovalainen & Pajarinen, 2013; Kupiainen, Hasu, Käsälä, Leppänen and Kovalainen, 2011; Lämsä & Hiillos, 2008; Ekonen, 2007; Puttonen, 2006.)

In middle management, men's aspirations to reach senior management during their career appear more target-oriented than among their women counterparts (Klaile 2013). Women's career-related objectives compete with the need to combine work and family life, with the main focus often being on family. Studies have also indicated that women are offered less demanding duties than men at the early stages of their career (Kauhanen & Napari 2009).

Reasons for the under-representation of women in senior management of businesses have also been sought in the gendered nature of various professions. The strong division of working life into male and female professions has been regarded as a factor restricting the advancement of Finnish women to the boards of listed companies. In some sectors, there are few women compared to men, which also results in few women in middle management and steering groups (Sajavaara & Haapasalmi 2013).

The promotion of gender equality should not be seen as important for the sake of gender equality in and of itself, but rather as an advantage for companies. A balanced representation of women and men in corporate management promotes the financial success of companies. Recent experimental economics studies have indicated that women are more risk-conscious, socially more

flexible and less competitive than men, which has an impact on women's financial decision-making (Crozon & Gneezy 2009). It has also been indicated that companies run by women have a more stable economic base than those run by men, and that their administrative and control systems are more effective (e.g. Peni 2012). Differences between women and men such as the willingness to take risks and conservatism are also reflected in the company's propensity to take risks and the quality of its financial reporting (Peni & Vähämaa 2010).

The outcomes of the current statistical report support recent studies (e.g. Kauhanen, Kauhanen, Laine, Lilja, Maliranta and Savaja 2015) indicating that women's educational level has improved more than men's. However, the high educational level of women has not been positively reflected in the professional position of their age groups. On the labour market, the younger female age groups are better paid than their older counterparts, but younger women's duties may not necessarily entail more responsibilities than those of male workers with the same educational background. However, recent studies (e.g. Sutela & Lehto 2014) indicate that women consider career advancement and self-development equally important as men.

# PROPOSALS FOR DEVELOPING LEADERSHIP STATISTICS

The current report allows us to examine the development of gender equality in senior corporate management and indicates that regular and reliable monitoring of the representation of women and men will also be required in the future. In addition to comparing the representation of women and men quantitatively, it is also important to examine the age of the women and men in senior management, their education and other background factors. The varying representation of men and women in different company types should also be assessed, along with underlying variables such as company size or personnel sex ratio and the industry.

National gender equality policies and the EU obligations will increase the demand for a regular and reliable production of statistics. The government resolution on balanced participation of women and men on the boards of listed companies (19 February 2015) sets a goal of at least 40 per cent men and 40 per cent women on the board of directors of large and medium-sized listed companies by 1 January 2020. The government will monitor whether the objective is being met. In addition, the European Union (EU) accepted a Directive 2014/95/EU of the European Parliament and of the Council of 22 October 2014 amending Directive 2013/34/EU as regards disclosure of non-financial and diversity information by certain large undertakings and groups. Its regulations should enter into force in autumn 2016. The European Union is also negotiating a directive on improving the gender balance on boards of listed companies (Proposal for a DIRECTIVE OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures). This requires monitoring as well.

The data of this report includes a large number of various underlying variables garnered from the official statistics by Statistics Finland. Not all variables have been used in this report. Terms of use and schedule limitations must be taken into consideration when using official statistics. Moreover, the data is available only once it has been published in the form of official statistics.

The organisation where the statistics can be produced depends on the scope of the regular production of statistics. If the report is limited to listed companies and state-owned companies, and the only underlying variables used are sex, age, nationality, and degree, the research can be conducted in any suitable body. If more comprehensive data is needed for the report and if information should also be collected separately, the research should be conducted by someone experienced in data collection, data processing and



data storage. As for processing background information and data containing sensitive material such as personal identity numbers, legal aspects will restrict the number of potential statistics producers.

In the future, statistics examining gender equality in senior management could be produced regularly each year. These statistics would be less extensive than the current report. In that case, a more extensive, separate report similar to the current report could be prepared less frequently; for instance, every two to four years at the expiration of each Finnish government.

This report has mainly focused on the senior management of businesses. In the future, however, it would be useful to examine the representation of women and men among all executives. In this case, the situation of middle management would also be taken into account. In order to ensure gender equality in senior corporate management, it would be important to promote equal opportunities for women and men from the early career stages onwards. Promoting gender equality and monitoring the changes requires not only statistics and statistical reports but also qualitative studies which produce information on the criteria for career path developments, such as equal opportunities for career advancement and executives' recruitment processes.

This report examined approximately one hundred of the largest unlisted companies, selected for the data on the basis of their turnover. In the future, unlisted companies should be examined as a whole, for instance by means of an extract representation of companies of all sizes. Instead of turnover, unlisted companies could be examined in terms of the number of staff. In addition, municipal businesses should also be included in the examination so that their special features, such as appointment practices, may be taken into account.

The representation of women and men in corporate management has been examined by means of certain, selected background factors suitable for this report. In the future, background factors excluded from this report should also be taken into account. The statistical study of these factors could improve our understanding of men and women's career development and the factors affecting it. The examination should be extended to cover features such as the executives' family background. In this case, it would be possible to examine how executives combine career and family life. In addition, a separate examination of income would allow us to focus on the problems related to executives' wages, and the comparability of their wages.

This statistical report within the TASURI project is the first step towards a more regular production of extensive statistical reports on leadership statistics which take gender into account. Thoughts on how to develop statistical reporting, which were identified during the preparation of this report, provide impetus for the preparation of similar types of reports in the future.

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# APPENDIX I

Gender Equality in Top Management – Changing Practices in Economic Decision-Making (TASURI) project's Working Group on Statistics

Term: 12 June 2014 to 31 July 2015

## Chair:

Since 23 April 2015: Minna Sneck, Counsellor, Ministry of Finance

Until 22 April 2015: Mika Idman, Senior Specialist, Ministry of Finance/from 2 March 2015 onwards, Statistics Finland

## Members:

Maija Lyly-Yrjänäinen, Senior Adviser, Ministry of Employment and the Economy

Mia Teräsaho, Project Manager, Ministry of Social Affairs and Health

Antti Väisänen, Senior Adviser, Ministry of Social Affairs and Health

Jari Haapasalmi, Head of Labour Market Surveys, Confederation of Finnish Industries EK

Antti Turunen, Lawyer, Finland Chamber of Commerce

Marjut Pietiläinen, Senior Researcher, Statistics Finland

## Experts:

Petri Vihervuori, Senior Financial Counsellor, Prime Minister's Office

Antti Katainen, Senior Statistician, Statistics Finland

## Secretary:

Mari Kupiainen, Project Coordinator, Ministry of Social Affairs and Health

